



Diversity Digest



HRQB CORNER

The Human Resources Quality Board announces the Air National Guard Director's Excellence in Diversity Award. The diversity award criteria will encompass eight (8) areas of focus:

Leadership	150 points
Strategic Planning	50 points
Education and Training	100 points
Career Management	100 points
Community Focus	100 points
Recruiting and Retention	80 points
Metrics	120 points
Process Results	300 points
	<hr/> 1000 points

The Director, ANG will present the award during at the next Senior Leadership Conference. More information will be forthcoming.

Additionally, the HRQB will continue to sponsor the HRQB Quality Award that will be presented during the fall Diversity Training Symposium for Commanders in Baltimore. The award is to recognize those states that best represent their communities in the areas of minority and female representation.

FY1997 Recipients were:

West Virginia
North Carolina
Missouri

FY1998 Recipients were:

Delaware
Tennessee

(See "HRQB Corner" pg. 8)



Destination Diversity: A Leadership Journey in Personal and Organizational Behavioral Change

By Colonel Michael A. Cushman, USAF
ANG Assistant to the National
Reconnaissance Office

Frequent international travel in my consulting practice, coupled with teaching in a public university, provide first-hand experience with diverse cultures, societies, geography, religions, races and food. In so doing, there is a tendency to assume that I'm 'up on diversity'. I presume many Air Guard leaders have similar experiences. Last August, I was one of many attending the Air National Guard's second annual diversity conference in Houston; what the conference made me realize is that diversity of the ilk the Guard must embrace is right in our own backyard. This reality may prove to be a challenge greater than what many of us may have anticipated to date.

The conference's focus on the states' action plans was beneficial and productive. A proven, structured project management approach to goals accomplishment is certainly the preferred way to proceed on the relevant actionable issues. But we cannot escape the critical need for genuine leadership on the softer issues that this unique-to-the-Guard challenge requires. Future workshops must ensure that we make progress on both fronts.

One question that nagged me throughout the conference was, "How can the senior management of the Air Guard contribute significant value to this journey and really make a difference before we bail out?" (It occurred to me that many of the conference attendees would answer, "Just bailing out would help a lot!"). In our remaining months and years, those of us who are at the top must confront realistically and honestly our true roles and responsibilities.

One of our key roles is, not surprisingly, to serve as role models. Minorities and women do 'look up' to us, because we do, after all, lead and manage the Air National Guard. They watch us intently. Some imitate. We need to recognize that our behav

(See "Destination Diversity" pg. 5)

ANG WORKFORCE DIVERSITY

ANG Workforce diversity is defined as an organizational behavior that acknowledges and values differences and similarities among people and how the differences can work to improve the organization. It also means understanding the organizational environments with an appreciation for gender, culture and ethnic lifestyles.

National Guard Bureau Senior Level Executive Training

By Lee Feldman

Maj Gen Paul Weaver Addresses HRQB Meeting

"This has been a year of transition, but we are a much better organization in that we are now much more responsive to the field," said Maj Gen Paul Weaver.

Gen Weaver delivered opening remarks to the HRQB meeting on December 12th at its Andrews Air Force Base headquarters.

"Although it wasn't easy, we met each challenge. As a result, we are becoming a family of inclusiveness for everyone," the ANG Director said.

Diversity Expert Conducts Training Session

Dr. Samuel Betances, a nationally known motivational speaker and expert followed Gen Weaver on diversity.

"Diversity, which started out as a moral issue, has become an economic necessity," the Puerto Rican-born consultant said.

Dr. Betances—who life's journey took him from the teeming streets of Harlem to the hallowed halls of Harvard—regaled the generals, senior officers and enlisted personnel with humor and insightful advice on the importance of diversity and how it can help the ANG achieve its mission.

A high school dropout who earned a Ph. D. from Harvard, Dr. Betances identified the following demographic trends that are exerting stress on an organization: a shrinking workforce; fewer White males; more women in the workplace; an increase in work/family issues; more ethnic awareness; the aging

of the workforce; and the number of people with physical and mental disabilities who are able to work. This means that employers must reach out to the various racial and ethnic groups and to women in order to recruit qualified and talented employees.

"Women constitute the biggest source of brain power and should be represented at every level. Sexism must end," Dr. Betances, said.

He also offered a word of caution when viewing the dominant culture. "Don't look at the white male as representing everything that is wrong in America. Give him his due. He has made an enormous contribution to what America is today, but with his achievements there is a remaining legacy of racism that must be removed. No one can solve these problems alone. We must work together," he added.



*Dr. Samuel Betances signs autograph for
MSgt Ortiz*

"There has to be a commitment to leadership, which is more important than management. Leadership must remove obstacles and provide the necessary resources," Dr. Betances continued.

"In order to bring about change there must be dissatisfaction with the status quo. There must be a vision of where the organization is heading and a process to reach its goal," he explained.

"Discrimination and sexual harassment reduce productivity while diversity training adds value. Remember,

Diversity is not a destination. It's a journey," he concluded.

Dr. Betances is Professor Emeritus of Sociology at Northeastern Illinois University. He has lectured and published extensively in the areas of group relationships, educational reform and multicultural education. His clients include Fortune 500 companies, governmental agencies, community groups, community colleges, and universities.

Diversity Editorial

By Colonel Edith P. Mitchell
Missouri Air National Guard

Diversity. We hear a lot of talk about it. But what is it and why is it important?

The Air National Guard is comprised of an outstanding talented workforce. It is a workforce that comes from a variety of backgrounds. It is a workforce made up of groups of skilled individuals who work together in a team environment.

Diversity isn't simply about differences in race, gender, culture or ethnicity. And it goes beyond simple tolerance. It's about acceptance.

It strives to create a culture that promotes trust and mutual respect and open communication.

About feeling comfortable, working with and around people that are different from you. It's about breaking down barriers. It's about treating people the way you like to be treated.

As members of the Air Guard, we have to commit ourselves to achieving a climate of mutual respect and trust so that everyone in our diverse workforce feels that they are a part of the team and can achieve their maximum potential.

This cultural paradigm is necessary, not only because it is culturally and morally the RIGHT THING to do, but to gain leverage that enhances the competitive edge, it is the BEST THING to do.

If we can do that, we can truly build the team necessary to face the future and the many challenges that lie ahead.

ANG Minority Female Commands

by Lt Col Hooper Penuel
Tennessee Air National Guard

MEMPHIS, TN. - As the color guard took their positions before the assembled 164th Airlift Wing, Tennessee ANG, unit members were called to attention for a change of command Ceremony. History was in the making.

Lt Col Delilah (Rita) Morgan, a member of the 164th Airlift Wing, Tennessee Air Guard, Memphis Tennessee, a mother of a son and daughter, and a minority, in a few brief minutes would become the first female Maintenance Squadron Commander in the history of the Tennessee Air Guard.

After several announcements and a few comments by Col Frank Tutor, 164th Wing Commander, Lt Col Morgan's name, along with several others who would take command of other units, echoed throughout the huge C-141B Starlifter hanger. A new state of the art facility she would be responsible for after taking command.

Standing nearby, motionless, with a sense of pride was Lt Col Morgan's 22 year old daughter, Michelle. She watched the ceremony with other honored guests assembled to witness this historical event as her mother, an African American, moved smartly toward the front of her squadron, stopped, exchanged salutes with the previous commander, looked over her squadron, did an about face, and assumed command.

Along with assuming command, she also acquired the awesome responsibility of maintaining the upkeep of multi-million dollar aircraft which would provide for the safety of the crew who would fly them around the world.

In these few short minutes, Lt Col Rita Morgan had become the first female minority Maintenance Squadron Commander in the Tennessee Air Guard. But before reaching this level in her career, she stressed it took over 18 years of military experience, coupled with strong family encouragement and spiritual guidance, and persistence in achieving her goals.

Lt Col Morgan is one of six children raised by her mother who knew hardship and instilled a sense of purpose and a desire to succeed in each of her children. "My mother encouraged us to set goals, live by society's laws, and to give our best regardless of the task. I followed her advice and continue to do so today." Lt Col Morgan said her mother is the first of many mentors that helped guide her course.

Morgan, who holds a M. A. degree in Education, (Information Technology) from Memphis State University, said after the brief ceremony that her future plans for the squadron is to build upon the present performance. "During my short time in the squadron, I've found that the squadron has accomplished tremendous feats maintaining the C-141A Starlifter."

Asked how she felt about her new position with the

164th Airlift Wing, Col Morgan said, "I feel honored that my senior leadership has enough respect for me and my abilities to allow me to serve in this position." While on active duty Lt Col Morgan served as the first Executive female minority officer with the 25th Tactical Air Support Squadron at Eilson AFB, Alaska from 1980 - 1983. She then served from 1983 - 1986 at the Defense Language Institute, Foreign Language (Russian) Center at Monterey, California before joining the guard in 1988.

Lt Col Morgan, who previously served as the 164th Executive Support Officer said the focus of her command will be to evaluate the present operations and make improvements as needed, using a team approach with emphasis on the importance of each members contributions.

Remembering that her mother taught her while growing up to be persistent, Lt Col Morgan, said her new position "represents a change in the culture of this organization, a focus that looks at the potential of each individual and what she/he brings to the mission." She says that she sees this not only as an opportunity for her, but also for those who will follow.

Lt Col Morgan brings a lot to the table, and the 164th, said Col Tutor. "The Tennessee Air Guard and the United States Air Force will reap the benefits. It's just one more goal achieved amid many more to come for Lt Col Rita Morgan, and we're fortunate to have her as part of the 164th Airlift Wing."



Left: Lt Col Rita Morgan.

Above: Lt Col Morgan looking out over the 164th Airlift Wing flightline.

Excellence Through Diversity

By CMSgt Bob Troolin
Minnesota Air National Guard

The Minnesota Air National Guard has been spreading the diversity message through innovative ideas. SMSgt Bill McEwen, Minnesota Recruiting and Retention Superintendent and SMSgt Dave Himmer, 133rd Airlift Wing Human Resources Advisor have teamed up to open new avenues in recruiting.

One idea was to spread the Minnesota Air National Guard message to the center of the community through a "mobile" recruiting office. With a population of over 40,000 Hmong in the Minneapolis-St. Paul area, contact was made with their local community and national leaders. This resulted in an invitation to set up a recruiting office in the Lao Family Center in St. Paul every Tuesday for three hours. This is the first time in Minnesota, and perhaps nationally, that a division of the armed forces has been able to set up a recruiting office in an ethnic community center.



Major General Eugene Andreotti, TAG, greets Dr. Kou Vang and Colonel Terry Heggemeier, Wing commander

During one of the community visits, Dr. Kou Vang heard SMSgt McEwen speak to community leaders and parents regarding gang problems in the Hmong community. Dr. Vang decided he would like to be a part of the Minnesota Air National Guard. He wanted to offer his services as a dentist in order to give something of himself to the people of the United States. He also thought this would be an excellent opportunity to show his appreciation for the opportunities that he has been given since coming from Laos. Dr. Vang hopes he can serve as an

example for the youth in the Hmong community and encourage them to perform a service for their country.

Another creative idea was put into play when SMSgt Himmer and SMSgt McEwen visited an inner city high school. Roosevelt High School has a Medical Magnet Program. This mentoring program offers interested high school students the opportunity to explore medical career paths. Both SMSgts Himmer and McEwen were invited to serve on the Medical Magnet Board that consists of Physicians, School Superintendents, Teachers and Counselors. They attend monthly meetings at various locations such as Abbott Northwestern Hospital, Minneapolis



Two students from the Medical Magnet Program learn to carry a litter.

Sports Center and the 133rd Airlift Wing.

Six to eight students from the Medical Magnet Program have visited the 133rd Medical and the 109th Aeromedical Evacuation Squadron for four hours each drill weekend for the past 3 months. They work along side and observe our guard members in action. One of the students said her experience at the 133rd Airlift Wing has opened up doors to the future she did not know existed.

Major Georgeanne Johnson, who instructed the students on C-130 litter loading procedures indicated it was so refreshing to see these young students working as a team with all of their enthusiasm. It helps remind me of why I am in the Air National Guard and nursing.

These are just two examples of excellence through diversity and thinking outside the box to spread the word about the Minnesota Air National Guard. The opportunity for diverse recruiting is all around us and we must take advantage of these programs to help meet the needs for the next century.

Florida Pilot Graduates in Top of His Class

Florida Air National Guard

"Yes, it takes effort and must be lead at the "07" level," says the Assistant Adjutant General for Air, Brigadier General Douglas Burnett.

Absolutely...I have very strong feelings about diversity in any workplace, but especially our Air National Guard workplace. Why? Because it is the right thing to do. Diversity is about being fair. It is about "equal access" to opportunity. Without "access," there is no opportunity.

I must credit MG Weaver with the success with our second black pilot candidate. I had been working on this candidate for quite sometime, but he was approaching a max age limit, and the Director was able to "adjust" class dates to accommodate a rapidly approaching birthday. What we do is much more important than what we say.

Things happen in diversity because senior leaders display a "passion" for fairness. MG Shepperd set the "stage" during his tenure, and MG Weaver has taken that philosophy to the "next level" with the outstanding diversity conference in Houston. This conference was the best ever.. It focused on doing what is "right" ...not numbers. Our wing-level commanders came home from the conference really fired up with new ideas and a work-place philosophy concerning diversity.

TAG/FL, Major General Ron Harrison, has set a "top-down" leadership example for improving diversity and ensuring everyone feels his or her career advancement is "performance based". We must ensure that we as leaders in the ANG create a workplace environment that allows everyone to feel great about coming to work in the Guard.

BG McKinley set a very strong leadership example as a young 37 year old Air Commander of the 125th Fighter Wing in things of "diversity". Each of us has a responsibility to "reach out" to all members of our community.

Does it work? You bet it does. Florida

(See "Florida Pilot" pg 7)

From "Destination Diversity" pg. 1

ior as role models has to change in ways that are visible, relevant and 'right' to those who look up to us. To be sure, there are other key roles which require honest confrontation as well, but in this specific instance of role model service, an example of where to begin might be in the area of mentoring. In fact it might be a great place to start interpreting critical aspects of the diversity journey in a most personal way. The behavioral jump we're looking for means personalizing the notion of mentoring way beyond the rubrics of the by-the-numbers approach as specified in the yawning 'applicable regulation'. Mentoring means looking another human being in the eye, and declaring to that person a promise to help them grow. Confronting our true roles as leaders in this particular example means that every single senior NCO and commissioned officer in the Air National Guard nationwide will be in at least one substantive, proactive, exciting and vibrant mentoring relationship with a member of our expanding, diverse reserve force.

Our responsibility to our future diverse force is two-fold. First, it has been said that the first job of a leader is to define reality. Clearly, we owe it to the 108,000 + members of the Air Guard to define the realities facing us over the next decade and beyond. This has been done fairly well at the national level and probably not very well at all at the unit level. This must be accomplished by the states' leadership in graphic ways soonest. Secondly, having defined the future, we must take action to preserve the citizen-soldier Air National Guard that we love. Our heritage of citizen-soldiering, our legacy since 1636, is crystal clear in its elegant simplicity. Our citizens (the very heart, soul, flesh and blood of our society) when called upon, leave their families and homes to soldier — to defend our Republic. It is fundamentally incomprehensible that the oldest military component in the United States of American can carry on our sacred legacy as citizens who soldier — without airmen and

soldiers who come from our neighborhoods, towns, cities and counties, in other words, who come from every facet of our society. They have for the past 363 years; and they must for the next. With the same passion that all of us have poured into the defense of our beloved Guard and Country, we must, with equal passion, make the changes that will guarantee the future of this critical reserve component.

This is a time of choice. Basically, we, the senior leaders, can choose either to be relevant or irrelevant to arguably the single most important social threat to the future of the Guard. (The threat here, of course, is in failing to meet the challenge of recruiting, developing, and retaining our future diverse force.) Those of us who choose to be relevant must first comprehend, and then act. We must understand first that proactive relevance means changed personal behavior. And then it follows that commitment to action requires observable, creditable behavior that is different from ways in which we used to behave. The old adage applies, "The definition of insanity is doing the same thing over and over and expecting different results."

Assuming that many Guard leaders will choose to be relevant, what model can we use to help us to change the way we look at things, the way we interpret data, the way we make decisions?

1. Unfortunately, although there are no doubt isolated cases of breakthrough behavioral changes throughout the active duty military, this is probably not the most fertile place to find a model of change for the Guard.
2. Academia purports to have the answers, but as an adjunct professor of management, I observe that the university system in this country is still straggling to practice what they teach.
3. Industry, meaning the private sector, is investing heavily in diversity training. Critics point out that much of this effort

(See "Destination Diversity" pg. 7)

"Florida Pilot" from pg. 6

has had two ORI's rated Outstanding in the past year. The pictures of the Superior Teams, and Super Performers at the ORI outbrief were inclusive of males, females, Blacks, Whites, Hispanic, etc.

We are a Nation of immigrants and we must not loose sight of the great teamwork that diversity brings to the table. No where does it work better than the Air National Guard.

Guard Pioneer Recalls Trials on Her Way to History

by Master Sgt. Bob Haskell

National Guard Bureau
WASHINGTON (AFPN) — Like a lot of pioneers, Frances Arnold was too busy to pay much attention to the idea that she was a pioneer.

"All I was concerned about was getting my work done and doing my duty," she recalled during a recent interview from her home in Old Hickory, Tenn.

Frances Myra Holt Arnold made her mark in a man's world when she became the first woman to be promoted to chief master sergeant in the Air National Guard. That also made her the first woman in the entire National Guard to achieve the top enlisted grade of E-9.

She reached that milestone in June 1978 as a traditional member of the Texas Air National Guard's headquarters staff in Austin, where she was earning her full-time living as a personnel management specialist with the Texas Department of Health.

The seeds of Arnold's feat were planted when she was growing up in Indiana. She joined a Civil Air Patrol squadron in Terre Haute, and she marched in a YWCA drill team led by a Women's Army Corps recruiter.

"She influenced me a lot," Arnold explained. "When I was a small girl, I was always told I couldn't do something or other because I was a girl. I didn't think

(See "Pioneer" pg. 7)

is preventive in nature, either in anticipation of future litigation or numb compliance with the management-fad-of-the-month, or both. And of course, despite corporate America's legitimate efforts, it remains vastly white, male and aging. No model here.

The answer is that the Air National Guard must create its own model and process of changed leadership behavior. The conferences sponsored by the bureau are commendable first steps. Now we need to capitalize on the momentum of these conferences, and move quickly to put in place a few but powerful principles of personal behavioral change that the nationwide leadership can sign up to with passion:

1. Start educating at the top.

Everyone knows that the principal barrier to organizational and personal change is fear. This roadblock to progress in all aspects of human endeavor is usually knocked down by education. Learning — true learning — about critical components of the diversity journey will transform fear into understanding, commitment and action. One such component, as an example, is that sector of our society known as Generation X (and soon 'Y'). Here industry is way ahead of us. The private sector, particularly high technology enterprises, has figured out the enormous return-on-investment opportunities of Gen-Xers. Employing a strategy of 'embrace first and then stand back', corporate America is reaping significant economic benefit (their goal = profit; our goal = defense) from global, national and local investment in these young people who do not think, act or value as we older people do. How is this accomplished? By first learning, then acting. The first of the six principles suggested here, then, is that education, followed by learning, must begin with the Air Guard senior leadership, nationwide.

2. Graphically visualize the future.

A modest suggestion on defining reality: in both options described below, each state would visualize the staffing makeup of its units five years from 'now'. This will require an imaginative succession planning process that graphically illustrates what might happen at the leadership and troop levels. For example, at the leadership level, one approach might use photographs overlaid on organization charts. Any technique — and there are surely many — that graphically paints the future will work. Leave it up to the states and units to develop their own approach.

a) Option A: In this option, the visualization of the future five years from now assumes business-as-usual: recruit the same; promote the same; retain the same. We all know the drill . . . the DO moves up to Wing Commander, etc . . . Development of this option should move along quickly.

b) Option B: In this option, the visualization of the future assumes aggressive recruitment, promotion and retention of diverse candidates, starting now. Development of this option

will be slower and more difficult as the top leaders grapple with the possibilities, position by position. But the product will look significantly different than the product produced in Option A. The future five years from now will be visibly different, when comparing the results of Options A and B.

3. Comprehend the Change Time Line.

Faced with looking at two very different pictures of the future, the leadership must next consider timing.

In Option A, the next five years will unfold like clockwork. Very dedicated and very well qualified candidates will move up and out. The Guard will continue to evolve at the leadership level in ways that are predictable and familiar. And at the end of the five years, (2002 — ANG Year of Diversity!), we will meet in Houston at the sixth conference, and hash over our action plans.

And for those of us who will not be there, we will be content in our retirement knowing that we 'did the right thing' by those who came after us. We won't spend much time reminiscing about our contributions to the diversity journey.

Under Option B, the next five years will bring radical change. Some will view it as chaotic. Some will feel betrayed by a system they served loyally for 30 or more years. But today's leaders will have acted. Today's leaders will not have passed the sword, while failing to act on this critical issue.

Comprehending the change time line means simply coming to grips with starting the change process now, or choosing to leave it to the next generation of leaders. Of course, delaying the former choice fuels the threat.

4. Decide to be Relevant.

Each Guard leader has a personal decision to make. Choosing to be relevant means taking an active part in painting the picture of the future, and then choosing Option B. Choosing Option A is choosing to be irrelevant. Choosing Option B is choosing to be an agent of change — active in changing the Air National Guard in this generation, beginning now.

5. Change Personal Behavior.

Deciding to be relevant means making a personal commitment to change, starting now. Only by changing the way in which we individually behave, can Guard leaders act in a persuasive, credible fashion. Five years from now, every single Guard leader must be able to point to specific changes in their personal behavior that have contributed positively to the proactive advocacy of diversity in the Guard. If not mentoring, then candidate identification and selection would be a good place to start. In the end, the troops will know which Guard leaders made a difference and which Guard leaders retired without acting, leaving this crucial issue to the next shift.

6. Force Option B Before Bailout

The most important personal commitment to diversity any Guard leader can make today is to do all possible to bring Option

“The Air National Guard must create its own model and process of changed leadership”

B to life over the next five years. This is the kind of issue that must be forced from the top down. In this context, 'force' is not a bad word. It simply means making a commitment as a senior leader, and seeing to it that leadership by example makes good on the promise. It means signing up personally to the future — now. It means creating a state-unique model and process for change — attainable within five years — and defining a specific set of roles and responsibilities for every Guard leader to actively contribute to the required changes. It means influence, persuasion and incentives from the bureau. It means shared ownership of the model by all. It means taking stock of one's time remaining before retirement, and deciding to use a significant portion of it planning and celebrating measurable progress on this critical issue.

So — where to from here? Is it possible for the states to create an Air Guard model and process for change that will produce radical results in five years? Is it possible to elicit personal commitments to behavioral change from the Guard's top leadership nationwide? Is it feasible to set a near-term time frame for dramatic progress?

We must believe that the answers to these questions are 'yes'. But we have to acknowledge that change costs. It costs money; it takes time; and there is a human cost too. Change of the magnitude we require will extract a cost in effort, initiative, imagination and money. There will be disappointments and some failures. But one thing is clear. Answering these questions 'no' means no answer to the threat.

The opinions and ideas expressed here are based on the belief that organizations behave the way leaders let them behave. If the Air Guard's leadership lets the units behave as they have in the past, they surely will continue to do so. If we leaders change our own behavior; if we leaders accept the role of personal agents of organizational change; and if we lead by example, the units will change too.

There are no 'right' answers in this commentary. I offer these thoughts in the hope that they will contribute to our collective thinking and to the general dialogue on this crucial issue.

(Pioneer" from pg 5)

there should be any difference. I believed I could do just about anything as well as anybody, and I proved it."

She is 70 now, and her accolades include a plaque bearing her photograph and story that has been placed in the Noncommissioned Officer Academy's new Guardian Flight Room at Tyndall Air Force Base, Fla. She has also been inducted into the Texas National Guard's Hall of Honor at Camp Mabry, the state headquarters.

But the prestige of becoming the Air Guard's first female first sergeant and then the first woman chief and the Texas Air Guard's first senior enlisted advisor tested her perseverance, she explained.

The military was definitely a man's world when she served in the active Air Force from 1952-1958, Arnold said. The situation hadn't changed a great deal during the three years she spent in the Air Force Reserve and when she joined the Texas Air Guard's 149th Combat Support Squadron in early 1969.

Getting ahead, she recalled, included taking jobs that men didn't want, working holidays and weekends and making coffee and cleaning up after meetings because that was considered "women's work."

"Women had to work doubly hard," Arnold said. "I did it for a long time, until I made master sergeant. Then I could tell someone else to do it."

One officer refused to call her "chief" after she had earned that designation. She was forever a sergeant in his eyes. One colonel said she would be his secretary until she insisted that chief master sergeants are not secretaries.

Other men stood steadfast behind her. Brig. Gen. B.J. Flores, Texas' former Assistant Adjutant General for Air, offered lots of encouragement. Lt. Col. Albert Lloyd, the state's former Air Guard personnel manager, advised her about education requirements. "I had some very good supporters," Arnold said.

The rewards of her 27 years in uniform made the double standards easier to cope with, she acknowledged.

Her Air Force education-electronic data processing, disaster preparedness, and supervisory responsibilities and methodologies served her well in her civilian career, Arnold said.

Trips to Germany, Switzerland, Austria and Hungary as well as to the nation's capital for the 1997 dedication of the Women in Military Service for America Memorial expanded her horizons beyond her dreams, she added.

Francis Arnold believes that by the time she retired from the Texas Air Guard in 1988, she had staked out her reputation as a trailblazer for women in the National Guard by "being aggressive enough to fulfill my own goals and by standing up for my rights, with lots of hard work."

AIR NATIONAL GUARD HUMAN RESOURCES QUALITY BOARD CHARTER

The Human Resources Quality Board is an advisory body, chartered by the Director of the Air National Guard to analyze policies, plans, programs, and practices; recommending changes to increase mission readiness in the Air National Guard focusing on workforce diversity and assuring fair and equitable participation for all.

ANG Definition for Workforce Diversity

General Weaver has approved the following definition for workplace diversity. Although diversity means "differences", it is too broad and leaves room for many interpretations. Therefore, the following definition was developed to portray what workforce diversity means to the Air National Guard.

ANG Workforce diversity is defined as an organizational behavior that acknowledges and values differences and similarities among people and how the differences can work to improve the organization. It also means understanding the organizational environments with an appreciation for gender, culture and ethnic lifestyles.

Different Drums and Different Drummers

Author Unknown

“If I do not want what you want, please try not to tell me that my want is wrong.
Or if I believe other than you, at least pause before you correct my view.
Or if my emotion Is less than yours, or more, given the same circumstances, try not to ask me to feel more strongly or weakly.
Or yet if I act, or fail to act, in the manner of your design for action, let me be.
I do not, for the moment at least, ask you to understand me. That will come only when you are willing to give up changing me into a copy of you.
I may be your spouse, your parent, your offspring, your friend, or your colleague. If you allow me any of my own wants, or beliefs, or actions, then you open yourself, so that someday these wants of mine might not seem so wrong, and might finally

appear to you as right - for me.
To put up with me is the first step in understanding me. Not that you embrace my ways as right for you, but that you are no longer irritated or disappointed with me for my seeming waywardness. And in understanding me you might come to prize my differences from you, and far from seeking to change me, preserve and even nurture those differences.”

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The board meets on a quarterly basis and anyone is welcome to visit a board meeting. Meetings are scheduled for the following dates:

- 20 March 1999
- 12 June 1999
- 18 September 1999
- 11 December 1999

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